CORRECTED TRANSCRIPT

Interview with **LUCILLE KNOWLES**
Conducted by **RICHARD MAULSBY**

Lucille Knowles volunteered as an Assistant Scheduler in Barry's 1978 campaign and served in the first Barry Administration as one of his Appointment Secretaries. She was Mayor Barry's Executive Assistant in the second campaign, after which she was Staff Assistant in the Office of Boards and Commissions. Upon the retirement of Betty King, she became the Special Assistant to the Mayor for Boards and Commissions. She retired from D.C. Government in 2001.

Date of Interview August 20, 2015

INTERVIEWER: Let's begin, talking into the microphone. Your name, first and last, and please spell it.

LUCILLE KNOWLES: Okay. My name is Lucille Knowles, spelled L-u-c-i-l-l-e, last name is spelled K-n-o-w-l-e-s.

INTERVIEWER: Okay. Let's start by telling me a little bit more about yourself, where you grew up, how you came to Washington, your background.

LUCILLE KNOWLES: Okay. I grew up in a little, small enclave of black sharecroppers outside Memphis, Tennessee. My parents were educators but they were daughters and sons of sharecroppers, and always been very much involved with their community. My parents were educators, and they were also very much involved in the life of the community.

I went to a little, small high school called Barrett's Chapel, and from there I went to Fisk University, and that was when I first heard the name of Marion Barry. There were still some young people there who had been involved with him in the Student Nonviolent Coordinating Committee, and also had participated in the sit-ins at the lunch counters in Nashville. He, at that time, had already left to go, I think, to the University of Iowa for his PhD, but he was very much known at Fisk and was a source of pride for people on the campus.

INTERVIEWER: This is the 1960s we're talking about?

LUCILLE KNOWLES: Yes. I went to Fisk in 1961, and I graduated in 1966. From there I moved to Chicago. My husband was getting his MBA from the University of Chicago, and I moved there. We had one child and then we moved from there to Milwaukee, and then to Rochester, New York. Unfortunately, he passed away in Rochester, New York. I moved back to Memphis, where I did social work there for a while, but I did not feel that that was the place I really wanted to raise my children.

INTERVIEWER: Were you at all involved in politics?

LUCILLE KNOWLES: My father was always involved in politics as far back as I can remember. He helped to found the Shelby County Democratic Club there, in Memphis. And so, we were very much aware of the need to be politically involved in the life of the community.

One of the things that made me move to Washington, D.C., was the fact that my sister and brother-in-law [Florence and Charles Tate] were here, and, as I said, at the time, I did not feel like that was the environment that I actually wanted to bring my children up in. The schools were just becoming integrated, but there still was a lot of controversy going on about where the children would be going to school, and so forth. In the meantime, I had been talking with my sister, who had taken a complete other track. She had come to the North long before I had. She was in Washington, D.C. I came up to visit her and was immediately impressed with the life of the city.

INTERVIEWER: When was this?

LUCILLE KNOWLES: This was 1977, was my first visit to Washington, D.C., and at that time I decided that this was the place that I wanted to come to live. I actually came up July 3rd of 1978. During the time that I was here, during the visit in '77, my sister was already beginning to work on the campaign of Marion Barry [as Press Secretary]. I mean, she was talking about the fact that she was working with someone and they were beginning to have organizing meetings and so forth. And I thought, you know, that's quite interesting.

But when I came to Washington, the goals that we had set for me, my sister and I talked about, one was to meet Joe Yeldell, who, I think, was some kind of general assistant to the mayor of the city but also lived in the same community that Florence and Charles were living in.

INTERVIEWER: So the incumbent mayor, Walter Washington—

LUCILLE KNOWLES: Walter Washington.

INTERVIEWER: —who Marion Barry was running against.

LUCILLE KNOWLES: —was running against. I was going to meet Joe Yeldell. I was going to figure out a way to do that, so that I could get my resume to him and sort of see if he could help me get work in the government. In the meantime, I had started to go to this organization, and it was at the YWCA, called the Wider Opportunities for Women, and it was kind of a project that was trying to help women get better jobs, get more politically involved, get rights for women, get parity for women in salaries and so forth. And so, I was going to those kinds of seminars.

In the meantime, when I would come back from the seminars, I came to Marion's campaign office and I started just volunteering, stuffing envelopes, because people were busy. There was always something that folks were doing.

INTERVIEWER: You just walked in off the street, or what?

LUCILLE KNOWLES: Well, my sister was working there, so after I would do my seminar, Wider Opportunities for Women, I would come over to the campaign office and sit with her for a while, and kind of assist her a little bit. But gradually I started to do other kinds of things in the campaign. I started to work on the first floor and stuff envelopes. I guess I must have been a rather pleasant individual because, at some point, the campaign manager walked up to me and said, "I hear you're Florence's sister," and I said, "Yeah."

INTERVIEWER: This was—

LUCILLE KNOWLES: This was Ivanhoe Donaldson. And he said, "Why don't you do some work with Sybil? She needs some work with the scheduling." I had no idea what scheduling was at the time. I mean, I had never been involved in a campaign. So, what it turned out, scheduling was to put on a calendar the kinds of events that we wanted our candidate to go to, to give him greater visibility and to get his platform out there. So, I began volunteering working with Sybil, and it became a full-time responsibility. After a while I just forgot about trying to get in contact with Joe Yeldell, and I was beginning to meet many, many interesting people in the campaign office.

INTERVIEWER: What was the scheduling process? Opportunities came in to the campaign, or they heard of things?

LUCILLE KNOWLES: It was a lot of different things that went into it, but Anita Bonds, who was the deputy campaign manager, was busy figuring out different events, or trying to hear about different events that would put Marion out in the community with the people so that they could see him, touch him, feel him, know what he was actually campaigning for. He was already very well known in the city, but not as well known as someone who would speak truth to the power structure.

So, what our involvement was to try and fit in all different kinds of events—fundraising events, meet-and-greet events which meant that he would go to people's houses in the neighborhoods and those people in the neighborhood would invite their neighbors to sit down and just talk to him and ask them questions about things that were important to him. That was the grassroots kinds of things.

INTERVIEWER: So those requests came to you and Sybil first? And then what did you do? There was a meeting with senior staff to decide what he would do?

LUCILLE KNOWLES: Exactly. There was a meeting with Ivanhoe and Anita, and sometimes with Marion. He more or less left those kinds of things to the campaign staff to figure out, but Anita and Ivanhoe were the principal deciders of that schedules. His schedule was planned all of his waking hours. There was something on that schedule. It was hour to hour to hour. Certain events were scheduled at optimal times of day for those events to be happening. It was the logistical coordination of where's the best place to be at what particular time.

INTERVIEWER: What about your own schedule? What kind of hours are you working?

LUCILLE KNOWLES: We started trickling in but everybody was generally pretty much there, the so-called staff was there by nine o'clock, and we worked until we felt like we had done what we needed to do for that particular day. But generally seven, eight o'clock at night.

INTERVIEWER: Seven days a week?

LUCILLE KNOWLES: Seven days a week. Seven days a week. On Sundays there were fewer staff members but there was always something that the office staff was doing. That office was always open.

INTERVIEWER: Where was the office? Describe the atmosphere and the layout.

LUCILLE KNOWLES: The address of that office slips my mind, but it was a two-story building with an extensive basement.

INTERVIEWER: In the retail area?

LUCILLE KNOWLES: Yes. I think it was a furrier, beforehand.

INTERVIEWER: A furrier?

LUCILLE KNOWLES: Yeah, possibly. But by that time the building, I'm not sure. It was rented from someone who was a political supporter of the mayor—I do know that—and it was rented at probably a lesser price than it would have been rented to anybody else. But on the ground floor, the nucleus of the power structure of the campaign, was Ivanhoe Donaldson, in the very back in the corner, his executive assistant, who was Phyllis Valentine; Anita Bonds, who was the field operations manager and deputy campaign manager; and there may have been some other people down there but I just don't remember that.

On the first floor, as you came in the door, sat, to the right, the receptionist, who was Virginia Moy, a nice lady who had retired from the Federal Government and was kind of the mother of the campaign. The, to the left, sat Sybil Hammond, and I sat off to the corner, sometimes on boxes when I first started out. I think I eventually got a chair and a folding table or something. And back behind there, to the right again, was a little nook. Most of the policy people drifted in and out, but they would come in and strategize about who knows what. I think they did some platform writing there, and some assigning of responsibilities. When Anita needed to meet with her ward coordinators, that was done there.

And to the very back was what they called the telephone bank, and this was a group of people that called and polled and got in contact with people in the community, the powers that be, and also organizations and so forth, to garner support for the mayor, Marion, at the time, and also that was where a friend of mine that came to be very close to me, Rich Lafante hung out. He was somebody that I got to be very close to in that particular campaign, as well as Sybil and I became very close, and Pat Selden, who was actually working in the mayor's office at the time—

INTERVIEWER: At the councilman's office.

LUCILLE KNOWLES: Yes, Councilmember Barry's office. But I think she came over and sort of cased out the people that were working on the staff and having immediate contact with him about what they were doing. She came up to me, I guess about a week or so after I had worked for Sybil, and she sort of asked me questions about my background, and what had I done, and what did I like. Unknown to me, that probably was my interview for later in the Barry administration, because she wound up being the executive assistant to the mayor and to whom Sybil and I reported during that first office.

INTERVIEWER: When did you actually finally meet Marion Barry, and what were your impressions?

LUCILLE KNOWLES: I saw him coming and going for a long time before. I don't think we were ever formally introduced. I just think we came to know each other. Like I said, I would see him after it got so I was coming to the campaign office every day, and had my little folding table, and was working beside Sybil. I would see him come in with two people, Kwame Holman, who was his body man, and also Marshall Brown, who was the second body person. I would see him come breezing in with them. He'd come in, you know, "Hey, everybody. Sybil, what you got?" And so, then Sybil would have to tell him what was on his schedule for the day, give him the schedule, and that schedule also had to meld with the schedule in the Council office, because he was still, at that point, a councilmember and had to do the work of the Council too. So, we just came to know each other.

INTERVIEWER: How long did it take him to remember your name?

LUCILLE KNOWLES: Not too long. He was very good with names. Once I sat with him after he became mayor, and he taught me his art of remembering names. He would always associate the person and that name with a thing. So, he said, "That thing would come to my mind and then I would automatically—." And I think he associated me with B.B. King's guitar, Lucille. And we both were from "the Delta." He was from Itta Bena, Mississippi, and he moved to Memphis. So, a lot of the culture and the way of dealing with people, we had a commonality about that.

He was the kind of person that could meet anybody, talk to anybody, from somebody with no education to somebody with a PhD. That was something that you kind of learned to do as you became educated in the South, so we had that commonality about us. I think because Pat [Selden] had come to trust me, and Sybil had come to trust me, I was allowed into that circle of people that he didn't have to filter himself with.

INTERVIEWER: What about Ivanhoe Donaldson?

LUCILLE KNOWLES: Ivanhoe, like I said, he introduced himself to me, because I had somehow gotten, you know, you don't introduce yourself to Ivanhoe. Something had told me that I would not necessarily be wanting to introduce myself, just go about doing what I did. So, one day he came to me, and he asked me what I was doing. He had known that I was Florence's

sister and she was the press secretary at the time. So, he told me to go work with Sybil, and that's how I met Ivanhoe. That became my principal task but I had occasion to work with him on some campaign contribution forms, the financial campaign statements that had to be turned in, I think every 6 weeks or so, for the campaign.

INTERVIEWER: Talk a little more about that. How did that happen?

LUCILLE KNOWLES: Well, there was a deadline that had to be met, and it was looking like the deadline wasn't going to be met and he asked me, "Do you type?" and I said, "Well, yes. I took typing in high school, and I'm pretty good." And so, he said, "Well, come on down. We're going to work on this campaign financial statement that's got to be in." I think it either had to be in either that night or the next night. No, it had to be in by, I think, close of business the next day, and we were nowhere near done, because there were people who contributed $10, $15, and it was pages and pages and pages, and you had to, within that period of time, if they had gone to three or four different events you would only put the person down one time, but you had to coagulate all of the events that the person, and all the money that they had contributed, and it had to be correct. And not only that, it was before the days of the computer, so you were typing these things by typewriter. The originals had to go to the Board of Elections and Ethics, I think it was, and a copy had to be readily available for the campaign office

INTERVIEWER: How did you make the copies?

LUCILLE KNOWLES: We didn't have a Xerox machine. It was some kind of—

INTERVIEWER: Mimeograph?

LUCILLE KNOWLES: —a mimeograph machine, and other documents were done with carbon paper. So, if you made a mistake, with Ivanhoe you didn't correct it on that document. You just had to start another document. And you had to be fast, because, I mean, we had a lot of information to go through. And these things were on 3-1/2 x 5 index cards. For instance, there would be, say, a person in Ward 5 who had gone to a meet-and-greet, and had also gone to a fundraiser, maybe a barbecue in Ward 7, and also made a contribution. Well, when you filed the financial report, everything that the person had contributed up to that particular date had to be under that person's name, with that person's address typed correctly, and the date of the campaign contribution. So, I mean, the thing would go on and on and on. Sometimes they would be 30 and 40 pages long. Every one had to be exactly correct.

Now mind you, I didn't do all of this by myself. At that time, Pat Selden, who was his executive assistant, would come over in the evenings and help with the typing. I mean, Pat could type probably 100 words—I mean, she was so fast. So, she would come in and help us out. But we just plugged away until we got it done.

INTERVIEWER: What are some of your more vivid memories of that campaign? You were involved in a very intense period, the last 3 months before the primary. What stands out when you think back to that?

LUCILLE KNOWLES: Well, I think that the most exciting thing for most people who were working inside that campaign office was when we got the *Washington Post* endorsement. The city was kind of divided as to whether it wanted to go forward with the charismatic Marion Barry or whether they wanted to keep the powers that be. It was deeply divided. It was almost equally divided among support for the candidates. In fact, when I first came into the campaign, I think Marion was in the teens as far as the percentage of people that were supporting him, but you could feel the support building. You could see more and more people coming in to volunteer in the campaign. When we finally got the *Washington Post* endorsement, we felt like that was a real point where it looked kind of possible that he could actually win.

When we came in that morning and the campaign office found out—in fact, the newspaper, I think, was thrown early in the morning, and I think that's when some people knew. But there was an inkling that the endorsement was going to come. There was an inkling by some of the people who were higher up in the campaign.

So, that was kind of, for me, the most exciting thing and the turning point in the campaign.

INTERVIEWER: What did you do on Election Day?

LUCILLE KNOWLES: On Election Day, I worked with the taxicab drivers, to provide transportation for people who needed to get to the polls to vote. It was a well-coordinated situation, principally, I think, conceived by Anita Bond. Marion had gotten the endorsement of the Taxi Drivers Association, and so they were willing to take time out of their schedules and their driving around the city to pick up people and take them to the polls.

I had a chart of taxi drivers and what times they were available. I also had a list of people that needed to get to the polls, and also, I was receiving telephone calls from folks, from precinct captains, from individuals themselves who said they needed to get to the polls.

INTERVIEWER: And then what would you do? You would call the dispatcher?

LUCILLE KNOWLES: Right. The dispatcher that we were calling, it wasn't through the job. It was someone who was a volunteer, who was working actually with the taxi drivers, who had a list of the taxi drivers who were working at a certain time. So, I would call them and they would call the taxi driver and tell them who needed to be where, and they would group people per a certain area, so the taxi driver could go around and pick all those people up, get them to that particular precinct or the different precincts that those people were at.

INTERVIEWER: And this went on all day?

LUCILLE KNOWLES: All day and until the polls closed.

INTERVIEWER: Do you have any idea how many cab drivers were involved in this?

LUCILLE KNOWLES: I don't, but I know there were many, many scheduled all during the day. I don't have any idea. I would say, at the least, 20 or 30, but it could have been many more than that.

INTERVIEWER: So you started working first thing in the morning, because the polls opened, what, 6:30, 7:00?

LUCILLE KNOWLES: Yeah, but we were there long before that.

INTERVIEWER: Did you go home the night before?

LUCILLE KNOWLES: I don't remember. Maybe I did. But there was literature to be boxed, to give to the people who were working the precincts. I mean, there was a schedule for when those people were to be relieved, there was food that had to be taken to those people at the precinct, and all of that had to be coordinated there in the campaign office.

INTERVIEWER: And did you find time to vote yourself?

LUCILLE KNOWLES: Oh, absolutely. Absolutely. I can't remember what happened. I was voting up in Ward 4 at—the name of the school slips my mind—Shepherd Elementary. And so, somebody took me up there to vote. I believe it was in the middle of the day.

INTERVIEWER: A cab driver?

LUCILLE KNOWLES: Probably a cab driver, in the middle of the day, and a couple of other people, I can't remember, were up there too. And they brought us back. But food was brought in. That was the only time during that day that we actually got out of the office.

INTERVIEWER: When did you leave the campaign headquarters that day? At eight o'clock, after the polls closed?

LUCILLE KNOWLES: After the polls closed. After the polls closed, all of the precinct captains had reported, and the literature had been gathered and brought back to the office. I did not leave the office until the campaign office was locked for that particular evening.

INTERVIEWER: And then what did you do?

LUCILLE KNOWLES: We went over to the Harambee Hotel.

INTERVIEWER: Tell us about the Harambee Hotel.

LUCILLE KNOWLES: The Harambee Hotel was a hotel that's very near Howard University, that was minority-owned, and it was where they had decided to assemble, to wait for the announcement of the winner of the election. I'm laughing because I don't think it was really announced that particular evening. Officially, it took a while to sort of count and figure out who had actually won the election. But there was a feeling that we had won, and we certainly

were acting like we had won. It was crowded. You could not get on the elevator. You could not get off the elevator. I'm sure that if the fire department had come they would have closed the whole place down, there were so many people.

INTERVIEWER: Did you go up to the mayor's suite, or wherever he was waiting?

LUCILLE KNOWLES: I don't think I went to the suite that evening. There were several other suites. There was a staff suite, and I think I wound up there. I actually did not see him until he came down to the ballroom to give his speech, and I remember it just being very closed-in and tight, you know. And there were people who were excited and elated. It was just joyous place to be, at that point.

INTERVIEWER: How late did you stay?

LUCILLE KNOWLES: I think it must have been three or four o'clock in the morning, because we were in the suite, and we had a place to go, and there was always, with certain campaign staff, anticipation to be where you could be accessed if it were necessary to do something you didn't ordinarily have to do.

The thing about that campaign is although people had specific assignments there was also something else that needed to be done that didn't fit into your "job description." I remember going with Marshall Brown, who was one of Marion's body people. I remember going to the Watergate Hotel to meet somebody, and I don't know who it was to this day, but I think we were picking up campaign contributions of sizeable amounts.

INTERVIEWER: On Election Day?

LUCILLE KNOWLES: No, no, no. Not on Election Day. But I'm saying, that was just, for instance, the kinds of things that needed to be done. And we tried to be very accessible to people that needed to do the jobs that they did, to make sure that everything ran smoothly. So, it wasn't an "it's not my job" kind of campaign. Everybody did whatever.

INTERVIEWER: So the day after, did you show up for work at the usual time?

LUCILLE KNOWLES: Not at the usual time, but I remember we did have to show up, to do something. But I think after that we were closed down for a couple of days. Everybody got a chance to get some rest. And it was 2 or 3 days we were home, and then it was like, "What do we do next?" And then I got a call from Ivanhoe that I needed to go over to—well, we're talking about the primary now.

INTERVIEWER: After the primary.

LUCILLE KNOWLES: After the primary, then, the next day we did have to go in, because, I mean, we were still in campaign mode. So, it was just to pick up where we left off and to be relentless about trying to get him elected. In Washington, for the most part, the person who is elected the Democratic candidate was really the mayor. The Republican candidate, I can't even

remember whether there was one or not. But for the most part, we were instructed to make sure we were still in campaign mode. There were very few people who were being allowed to talk about the transition, even though surely a lot had started on the transition before we actually—

INTERVIEWER: So between September and November you continued to work at the campaign headquarters?

LUCILLE KNOWLES: I then became a part of the campaign staff. From July to September I was a volunteer and then after September I became a paid member of the staff.

INTERVIEWER: So after the primary you were a paid staff member.

LUCILLE KNOWLES: Yes. Continuing to do scheduling, but it was not quite as intense then, because there was a feeling at this certain period of time that, you know, we were going to be the mayor, and that was how we kind of operated in that mode.

INTERVIEWER: After the general election, in the transition, did you work in the transition?

LUCILLE KNOWLES: Yes. Yes. In the transition I continued to do scheduling, because there was always, with Marion, even though he was a councilmember and some scheduling was done from there, most of the scheduling was operating out of the campaign transition office, and we continued to schedule. In fact, the position that I wound up in government with was scheduling. So, from the day that Ivanhoe asked me to help Sybil, that became my job, and I did that for 4 years.

INTERVIEWER: Now, when you look back on that campaign and the outcome of the campaign, just from your perspective, what difference did it make, do you think, to the city, in terms of Marion being elected as opposed to the incumbents, [Mayor] Walter Washington, or [City Council Chairman] Sterling Tucker? What, as you see it, was the impact of that? How is the city different, do you think?

LUCILLE KNOWLES: Well, having come in in July, you know, three months prior to him being elected, I didn't have a lot of history at that time about what the city was like. I had only visited once before. But I do know after that time, and then after I began to talk to people about the way the government was prior to the election of Marion Barry, I do know that more minorities and women were given opportunities to have positions that were very important to the government. And it seemed more minority businesses were able to do contracting with the government. All kinds of minorities.

I had many friends who were gay, and I think they came to see Washington as a place that offered a level of comfort and where they would be treated equally to everybody else who lived in the city, and that was one thing that became, to me, more of city where everybody mattered, where everybody had a place, and a very inclusive place. Washington, D.C., after Marion Barry's election, was a place like no other city, maybe in the world, because it was a

cosmopolitan city where everybody had a say, everybody had an opportunity to do what they wanted to do.

With Marion it never was whether you were male, female, gay, straight, white, black, or other. It was just what you could do, how you could do it, whether you treated people with respect in all walks of life, and whether you wanted to see a city on the move. And so, you just had an opportunity to be a part of something that blossomed, that exploded, from that point. And within 4 years, I mean, to me it was a different place than what I had moved to. Absolutely. I just enjoyed—I mean, it was a labor of love to be involved with all of that.

INTERVIEWER: What about the campaign itself, the people you met. What special do you take from that experience, which, again, for you, is a very intense 3-month period?

LUCILLE KNOWLES: Oh, the experience of having a life-long group of friends that have become almost like family. I mean, we keep in contact with each other. We know where each other are. We see each other frequently. We travel as friends. The Barry Army became the Barry family. And so even if there are people that you don't see for long periods of time, when you see them again you just have that connectivity that will remain with you for the rest of your life.

INTERVIEWER: Do you feel that there are people you met through that campaign that otherwise you would not have met?

LUCILLE KNOWLES: Absolutely. Absolutely. I just marvel at the people that I know and I met through that campaign, and very unassuming and all driven toward the same goal. There were young people. For instance, Jamie Raskin, who is now a State Senator from Maryland, was just a 17-year-old that came and volunteered on the campaign. There were children that have grown up to be quite successful individual. There were political operatives that came through that I had an opportunity to meet that I never would have met had I not worked on that campaign. That was actually when I met a lot of the people that were involved with the Student Nonviolent Coordinating Committee, a lot of people that were involved in all aspects of political life, and it's one that I will always feel indebted to and will always look back on as a very happy experience.

[Audio break.]

LUCILLE KNOWLES: Oh, okay. One of the people that I met in the campaign that I maintained a friendship with over the time, that I haven't gotten a chance to really talk about, was Richard Lafante, who worked in what we called the telephone bank. He was my kindred spirit in the campaign, because both of us had led rather free-spirit lives prior to coming onto the campaign. So, we would do lunches together, and we would talk about different things that we had done prior to that. And he noticed that I was an avid smoker, and he would always tell me, "Oh, girl, we've got to quit this."

And so, one day he came to me and he said, "Well, today is the day that you stop smoking." He was the person that actually led to my giving up cigarettes. And what he did was he put a

mayonnaise jar on my desk, and at first he let me smoke, and I'd have to drop the ashes and the cigarette butts into the jar. I would want to empty it and he would say, "No, you've got to look at it. That's what's going in your lungs." And finally, you know, it just got to the point where it was just so disgusting, until I stopped. And he was the person that helped me stop smoking cigarettes.

I've gotten help in all kinds of ways, from people in the campaign. The person that helped me find my house was introduced to me by one of the people on the campaign. The church that I went to I found through one of the people on the campaign. I stayed with several people in the campaign, and we've just maintained friendships, and it's like family. It really, really has been like family.

INTERVIEWER: Is there anything else you can think of that you want to say?

LUCILLE KNOWLES: Not really. I just cannot emphasize more the fact that it was a campaign, I believe, like no other. I was involved in most of Marion's campaigns after that, and they were all different than this first one was, because we were trying to find our way, but the people who were doing it were, for the most part, doing it as a labor of love, because there was no money in the beginning of the campaign, and most people, like me, were just working because (1) we wanted him to win, and (2) we just liked the people that we were working with.